Company Update

December 12 2025

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PureHealth Holding

HHG consolidation starting Q4 25e. Maintain Buy on strong EPS outlook.

- **Hellenic Healthcare Group adds 5% and 6% to group Q4 and FY 26e revenues respectively after receiving EU FSR approval one quarter earlier than initially guided.**
- **We pencil in AED 615m in net Q4 profits bringing FY 25e group earnings up 26% y/y to c.AED 2.2m boosted by HHG consolidation, hospital service enhancement and higher insurance membership.**
- **Maintain Buy at AED 4.75 TP (+74% vs. CMP), -3% vs. previous target on EBITDA forecast revisions and lower Ardent valuation. Group earnings momentum remains solid supported by HHG consolidation, mandatory insurance in the Northern Emirates and the P&C rollout.**

Hellenic adds 5% and 6% to group top line in Q4 25e and FY 26e respectively with target P&L driven by strong admissions of 1.7m (+4% y/y IP, +7% y/y OP) in FY 25e, in line with historical performance. HHG, Greece's leading healthcare group with 35% market share, operates 11 hospitals (1.35k beds) and 23 diagnostic centers, generating €607m in 2024 with 21-23% EBITDAm.

Daman expands into P&C insurance, leveraging cross-selling opportunities within Abu Dhabi's top holding groups (ADQ, etc.). We expect 1-4% market share in 2026-30e, adding AED 4.2bn in GWPs and 4% to group insurance revenues.

Net Q3 profits grow c.21% y/y to AED 522m (flat q/q, -3% vs. ACe) bringing 9M 25A earnings up c.8% y/y. Net margins widen 130bps to 8% in Q3 and 14bps to 7.7% in 9M on higher sales, lower finance costs and increased other operating income, despite non-op items and a higher effective tax rate of 15% vs. 9% last year. Top line notches up 1% y/y in Q3 and 6% y/y in 9M, dually driven by Care and Cover segments.

Revenues from Care (78% of group) notch down 3% y/y to c.AED 4.6bn in Q3 25A following the implementation of the Unified Purchasing Program (UPP) in UAE, which shifts pharmacy revenues to a net-margin basis; normalized, growth remains in the high single digits. In 9M 25A, top line grows 3% y/y to c.AED14.4bn on higher IP & OP volumes (up 9% and 12% y/y) across UAE (led by SEHA) and UK (led by Circle Health). Cover revenues (22% of total) rise 12% y/y to c.AED 2bn in Q3 and 13% y/y to c.AED 5.7bn in 9M, supported by 7% y/y growth in GWP with Daman memberships surpassing 3.3m (+7% y/y).

We value PureHealth Group through two valuation exercises, assigning a 50% weight to each of the (i) group DCF approach and (ii) SotP of each of the five verticals using relative valuation based on a combination of forward EV/EBITDA and P/B, and arrive at a weighted EV of AED 60.9bn for the group. We discount net debt of c.AED 8bn (AED 16.6bn in borrowings/lease liabs including implied addition from HHG, and accounting for the approved early repayment of AED 1.85bn in banking facilities from FAB, vs. c.AED 8bn in cash as of 9M 25A), add AED 0.9bn from Ardent (market value of 21.2% stake). Our calculations result in a total equity value of c.AED 53bn or AED 4.75/share; 3% cut on EBITDA revision and reduced Ardent market cap.

BUY **AED 4.75**

Healthcare and Pharmaceuticals / UAE

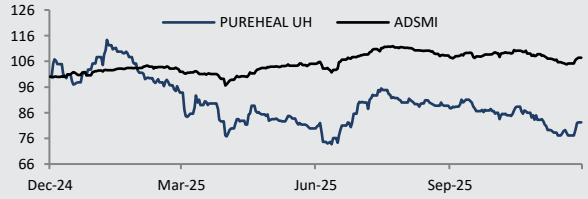
Bloomberg code	PUREHEAL UH
Market index	ADSMI
Target Price	4.75
Upside (%)	74.0

Market data 12/10/2025

Last closing price	2.7
52 Week range	2.4-3.8
Market cap (AED m)	30,333
Market cap (USD m)	8,259
Average Daily Traded Value (AED m)	9.0
Average Daily Traded Value (USD m)	2.5
Free float (%)	53%

Year-end (local m)	2024	2025e	2026e	2027e
Revenues	25,848	28,413	31,866	35,182
EBITDA	4,119	4,788	5,843	6,891
Net income	1,712	2,162	2,708	3,436
EPS	0.15	0.19	0.24	0.31
P/E (current price)	17.7	14.0	11.2	8.8
BVPS	1.8	1.9	2.2	2.4
P/B (current price)	1.54	1.41	1.26	1.12
EV/EBITDA (x)	7.8	6.7	5.5	4.7
Div. yield (%)	-	1.1	1.2	1.9
FCF margin (%)	12.4	9.0	0.2	11.7
Net Debt/EBITDA (x)	0.6	0.5	0.5	(0.1)
Net Debt/Capital (%)	0.1	0.1	0.1	-
Interest cover (x)	2.9	4.9	4.9	6.5
RoAA (%)	4.5	4.4	5.3	6.4
RoAE (%)	9.6	10.5	11.9	13.4
RoIC (%)	5.1	6.4	7.6	9.1

Price Performance



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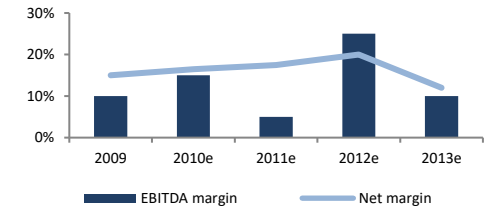
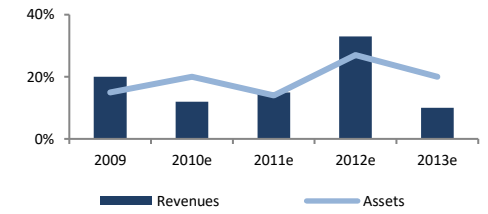
Abacus

Arqaam Capital Fundamental Data

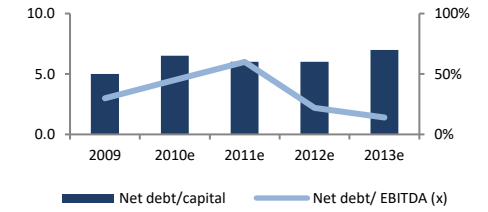
Profitability



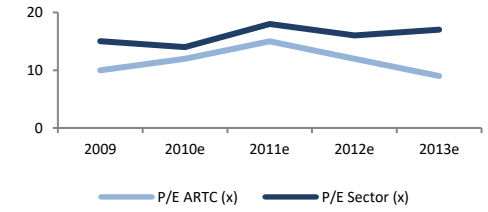
Growth



Gearing



Valuation



Company name

Year-end	2023	2024	2025e	2026e	2027e	2028e
Financial summary						
Reported EPS	0.09	0.15	0.19	0.24	0.31	0.41
Diluted EPS	0.09	0.15	0.19	0.24	0.31	0.41
DPS	0.03	-	0.03	0.03	0.05	0.06
BVPS	1.45	1.78	1.94	2.17	2.45	2.82
Weighted average shares	11,111	11,111	11,111	11,111	11,111	11,111
Average market cap	-	-	-	-	-	-

Year-end	2023	2024	2025e	2026e	2027e	2028e
Valuation metrics						
P/E (x) (current price)	31.4	17.7	14.0	11.2	8.8	6.6
P/E (x) (target price)	54.7	30.8	24.4	19.5	15.4	11.5
EV/EBITDA (x) (current price)	13.2	7.8	6.7	5.5	4.7	4.1
EV/EBITDA (x) (target price)	25.0	14.8	12.7	10.4	8.8	7.8
EV/FCF (x)	15.4	10.0	12.6	583.5	7.8	6.8
Free cash flow yield (%)	6.9	10.6	8.4	0.2	13.5	15.5
Dividend yield (%)	1.0	-	1.1	1.2	1.9	2.1

Year-end	2023	2024	2025e	2026e	2027e	2028e
Growth (%)						
Revenues	31.3	57.6	9.9	12.2	10.4	7.1
EBITDA	(42.5)	69.2	16.2	22.0	17.9	13.0
EBIT	(61.9)	69.7	26.0	36.1	18.6	25.2
Net income	(74.1)	77.4	26.3	25.2	26.9	33.1

Year-end	2023	2024	2025e	2026e	2027e	2028e
Margins (%)						
EBITDA	14.8	15.9	16.9	18.3	19.6	20.7
EBIT	9.0	9.6	11.1	13.4	14.4	16.8
Net	5.9	6.6	7.6	8.5	9.8	12.1

Year-end	2023	2024	2025e	2026e	2027e	2028e
Returns (%)						
RoAA	3.7	4.5	4.4	5.3	6.4	8.1
RoAE	7.0	9.6	10.5	11.9	13.4	15.6
RoIC	5.4	5.1	6.4	7.6	9.1	11.1
FCF margin	12.7	12.4	9.0	0.2	11.7	12.5

Year-end	2023	2024	2025e	2026e	2027e	2028e
Gearing (%)						
Net debt/Capital	(47.8)	7.1	6.7	7.7	(1.7)	(11.1)
Net debt/Equity	(53.6)	12.3	10.5	11.4	(2.4)	(14.6)
Interest cover (x)	12.5	2.9	4.9	4.9	6.5	9.0
Net debt/EBITDA (x)	(3.5)	0.6	0.5	0.5	(0.1)	(0.6)

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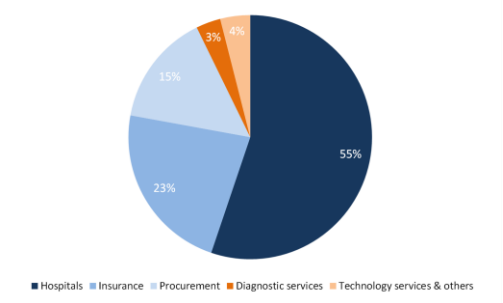
Abacus *Arqaam Capital Fundamental Data*

Company Overview

PureHealth is the largest vertically integrated healthcare group in the UAE with a cross-category platform covering hospitals, clinics, diagnostics, insurance, pharmacies, research, health tech, procurement along with more recently, an international footprint in the US with a significant minority in Ardent (30 hospital network, and 4th largest private acute care hospital operator across the US), Circle Health, the largest private hospital network across the UK with a network of 50 hospitals, and the most recent Hellenic Healthcare Group, the largest in Greece and Cyprus with a network of 11 hospitals.

Revenue mix pre-eliminations (Q3 25A)



Ownership & Management

Major Shareholders	%
Q Health (ADQ)	40.5
Alpha Dhabi Holding	24.9
International Holding Company	6.5
AH Capital	5.6

Management	
Chairman	Hamad Abdulla Mohamed Alshorafa Alhammadi
Founder & MD	Farhan Malik
CEO	Shaista Asif
CFO	Manzoor Ahmad

Company name

Year-end	2023	2024	2025e	2026e	2027e	2028e
Income statement (Currency)						
Sales revenue	16,399	25,848	28,413	31,866	35,182	37,670
Segment OpEx	(13,965)	(21,730)	(23,626)	(26,023)	(28,291)	(29,881)
EBITDA	**2,434**	**4,119**	**4,788**	**5,843**	**6,891**	**7,789**
Depreciation & Amortization	(965)	(1,626)	(1,646)	(1,568)	(1,822)	(1,444)
Interest income	-	-	114	101	128	163
Finance income(expense)	(117)	(848)	(760)	(974)	(914)	(867)
Associate income	25	82	-	-	-	-
Other pre-tax income/(expense)	7	51	-	-	-	-
Profit before tax	**1,384**	**1,778**	**2,495**	**3,402**	**4,283**	**5,641**
Taxes	(419)	(62)	(299)	(510)	(643)	(846)
Minorities	-	(4)	(33)	(183)	(205)	(221)
Net profit (parent)	**965**	**1,712**	**2,162**	**2,708**	**3,436**	**4,575**
Arqaam adjustments (including dilution)	-	-	-	-	-	-
Arqaam Net profit	**965**	**1,712**	**2,162**	**2,708**	**3,436**	**4,575**

Year-end	2023	2024	2025e	2026e	2027e	2028e
Balance sheet (Currency)						
Cash and equivalents	10,560	11,952	10,235	9,036	11,523	14,652
Receivables	4,681	4,870	5,742	6,593	7,447	8,155
Inventories	741	1,184	1,400	1,667	1,948	2,201
Tangible fixed assets	3,070	14,296	14,220	16,890	16,113	15,756
Other assets including goodwill	9,123	16,274	17,790	17,719	17,695	17,723
Total assets	**28,175**	**48,575**	**49,387**	**51,905**	**54,725**	**58,486**
Payables	4,964	7,576	8,561	9,287	9,942	10,337
Interest bearing debt	1,956	14,372	12,505	11,783	10,874	10,067
Other liabilities	5,198	6,890	6,732	6,732	6,732	6,732
Total liabilities	**12,118**	**28,839**	**27,799**	**27,802**	**27,548**	**27,136**
Shareholders equity	16,057	19,736	21,589	24,103	27,178	31,350
Minorities	-	-	-	-	-	-
Total liabilities & shareholders equity	**28,175**	**48,575**	**49,387**	**51,905**	**54,725**	**58,486**

Year-end	2023	2024	2025e	2026e	2027e	2028e
Cash flow (Currency)						
Cashflow from operations	**2,532**	**4,163**	**3,486**	**4,073**	**4,954**	**5,614**
Net capex	(449)	(951)	(939)	(4,017)	(844)	(904)
Free cash flow	**2,084**	**3,213**	**2,547**	**55**	**4,110**	**4,710**
Equity raised/(bought back)	3,619	-	-	-	-	-
Dividends paid	(300)	-	(343)	(377)	(566)	(623)
Net inc/(dec) in borrowings	(239)	237	(1,841)	180	(59)	(4)
Other investing/financing cash flows	-	-	-	-	-	-
Net cash flow	**3,188**	**810**	**(1,716)**	**(1,200)**	**2,487**	**3,129**
Change in working capital	205	31	(391)	(391)	(481)	(565)

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Exhibit 1: Revenue Estimates (2025e-2030e)

Gross revenues (AEDm)	2022	2023	2024	2025e	2026e	2027e	2028e	2029e	2030e
Hospitals	6,729	10,528	19,653	20,690	23,746	25,590	26,699	27,819	28,783
Health Insurance	1,344	5,853	6,838	7,399	7,932	8,985	9,946	11,021	12,244
Laboratory Management Services	3,950	1,043	1,056	1,152	1,343	2,288	3,028	4,112	5,706
Procurement	2,846	4,099	5,204	5,225	5,869	6,833	7,759	8,906	10,260
Technology & other	--	76	469	750	788	827	869	912	958
Adjustments & Eliminations	*(2,383)*	*(5,201)*	*(7,372)*	*(6,803)*	*(7,811)*	*(9,342)*	*(10,631)*	*(12,338)*	*(14,560)*
Group revenues	**12,486**	**16,399**	**25,848**	**28,413**	**31,866**	**35,182**	**37,670**	**40,432**	**43,390**

Source: Company Data, Arqaam Capital Research

Exhibit 2: EBITDA Estimates (2025e-2030e)

EBITDA (AEDm)	2022	2023	2024	2025e	2026e	2027e	2028e	2029e	2030e
Hospitals	2,099	1,690	2,956	3,228	4,060	4,568	4,966	5,313	5,642
Health Insurance	86	398	645	1,006	1,142	1,339	1,532	1,708	1,910
Laboratory Management Services	1,914	399	327	328	386	675	916	1,275	1,812
Procurement	197	218	379	293	343	417	493	588	703
Technology & other	--	8	54	101	107	113	119	125	132
Adjustments & Eliminations	*(61)*	*(280)*	*(242)*	*(168)*	*(196)*	*(220)*	*(236)*	*(252)*	*(270)*
Group EBITDA	**4,235**	**2,434**	**4,119**	**4,788**	**5,843**	**6,891**	**7,789**	**8,757**	**9,928**

Source: Company Data, Arqaam Capital Research

Exhibit 3: EBITDA Margin Estimates (2025e-2030e)

EBITDAm	2022	2023	2024	2025e	2026e	2027e	2028e	2029e	2030e
Hospitals	31.2%	16.1%	15.0%	15.6%	17.1%	17.9%	18.6%	19.1%	19.6%
Health Insurance	6.4%	6.8%	9.4%	13.6%	14.4%	14.9%	15.4%	15.5%	15.6%
Laboratory Management Services	48.5%	38.2%	31.0%	28.5%	28.8%	29.5%	30.3%	31.0%	31.8%
Procurement	6.9%	5.3%	7.3%	5.6%	5.9%	6.1%	6.4%	6.6%	6.9%
Technology & other		10.3%	11.4%	13.5%	13.6%	13.6%	13.7%	13.7%	13.8%
Group EBITDAm	**33.9%**	**14.8%**	**15.9%**	**16.9%**	**18.3%**	**19.6%**	**20.7%**	**21.7%**	**22.9%**

Source: Company Data, Arqaam Capital Research

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Deep value evident across DCF & SotP frameworks

- **We identify consistent deep value across both valuation approaches: a 50/50 blend of (i) a group-level DCF and (ii) a SotP valuation of the five verticals using forward EV/EBITDA and P/B multiples, arriving at a weighted group EV of AED 60.9bn.**
- **We discount net debt of c.AED 8bn (AED 16.6bn in borrowings and lease liabilities including implied addition from HHG and the early repayment of AED 1.85bn in banking facilities from FAB, vs. c.AED 8.3bn in cash as of 9M 25A), add AED 0.9bn from Ardent (market value of 21.2% stake). Our calculations result in a total equity value of c.AED 52.8bn or AED 4.75/share.**
- **PureHealth's current market price of AED 2.7/share implies 12.6x FY 25-26e P/E and 6.1x EV/EBITDA. The group distributes 20% of FY 24A profit as dividend, amounting to AED 343m (AED 0.03/share, 1.1% DY).**

Exhibit 4: PureHealth Valuation (AEDm)

	Enterprise Value (AEDm)	Weight (%)	EV contribution (AEDm)
DCF (consolidated)	71,586	50.0%	35,793
RV (SotP)	50,257	50.0%	25,128
Group Enterprise value		**100.0%**	**60,922**
Borrowings (holding)			(16,612)
Cash (holding)			8,284
Minority- HHG			(802)
Associates- Ardent			948
Associates- Other			43
Equity Value			**52,782**
NOSH			11,111
Equity value per share (AED)			**4.75**
CMP			2.73
Upside/downside %			74%

Implied multiples	**FY 25e**	**FY 26e**	**FY 27e**	**FY 28e**	**FY 29e**
EV/EBITDA	12.7	10.4	8.8	7.8	7.0
P/E	24.4	19.5	15.4	11.5	9.5
P/B	2.4	2.2	1.9	1.7	1.4

Current multiples	**FY 25e**	**FY 26e**	**FY 27e**	**FY 28e**	**FY 29e**
EV/EBITDA	6.7	5.5	4.7	4.1	3.7
P/E	14.0	11.2	8.8	6.6	5.4
P/B	1.4	1.3	1.1	1.0	0.8

Source: Arqaam Capital Research

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Discounted Cash Flow

- **Our DCF model uses an explicit forecast period of FY 25-30e, discounting at a WACC of 10.7% (Rf 5.3%, EMRP 7.3%, Re 12.6%, Rd 6.2%), and assigning a perpetual growth rate of 3%, taking into account the demographics of the markets PH operates in (UAE, UK, Greece and US).**
- **We forecast maintenance CapEx at c.2% of revenues, assuming expansions at SEHA are funded by the public sector.**
- **We arrive at an enterprise value of c.AED 71.6bn, implying 6.1x FY 25-26e EV/EBITDA for the group (6.7x FY 25e, 5.5x FY 26e).**

Exhibit 5: DCF Summary

Year-end	FY 25e	FY 26e	FY 27e	FY 28e	FY 29e	FY 30e
EBIT (1-τ)	**2,764**	**3,634**	**4,308**	**5,393**	**6,337**	**7,337**
Depreciation & Amortization	1,646	1,568	1,822	1,444	1,302	1,297
EBITDA	**4,411**	**5,202**	**6,130**	**6,837**	**7,639**	**8,633**
Working Capital Changes	(104)	(391)	(481)	(565)	(629)	(738)
Operating Cash Flow	4,307	4,811	5,649	6,272	7,010	7,895
Purchase of PPE	**(939)**	**(4,017)**	**(844)**	**(904)**	**(970)**	**(1,041)**
Free Cash Flow to Firm	**3,367**	**793**	**4,805**	**5,368**	**6,040**	**6,854**
Discount Factor using WACC at 10.4%	0.99	0.90	0.81	0.73	0.66	0.60
PV of Visible FCFF	168	712	3,899	3,934	3,999	4,099
Terminal Value						54,776

Equity Valuation		**WACC parameters**	
PV of Visible FCFF	16,810	Rf	5.3%
PV of Terminal Value	54,776	EMRP	7.3%
Enterprise Value	**71,586**	Adjusted Beta	1.0
		Cost of Equity	**12.6%**
		Marginal tax rate	9.8%
		Cost of Debt	6.2%
		D/C (market)	30.0%
		WACC	**10.7%**
		Perpetual growth	3.0%

Implied multiples						
EV/EBITDA	15.0	12.3	10.4	9.2	8.2	7.2
P/E	29.3	23.4	18.5	13.9	11.4	9.6
P/B	2.9	2.6	2.3	2.0	1.7	1.5
Current multiples						
EV/EBITDA	6.7	5.5	4.7	4.1	3.7	3.2
P/E	14.0	11.2	8.8	6.6	5.4	4.6
P/B	1.4	1.3	1.1	1.0	0.8	0.7

Source: Arqaam Capital Research

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Relative Valuation

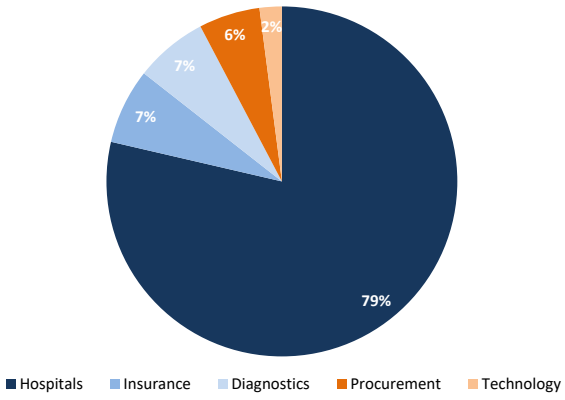
- **We use a combination of forward EV/EBITDA and P/B multiples of select regional and global peers in respective segments.**
- **We arrive at a consolidated enterprise value of AED 55.8bn after applying a 10% group discount to the SotP valuation. This implies 9.5x FY 25-26e EV/EBITDA for the group (10.5x FY 25e, 8.6x FY 26e).**

Exhibit 6: PureHealth- Relative multiples valuation

SotP on RV	Enterprise Value (AEDm)	% of total	EBITDA 25-26e (AEDm)	BV 9M 25A (AEDm)	P/B 25e	EV/EBITDA 25-26e
Hospitals	43,911	78.6%	3,644	17,903		12.1x
Insurance	3,888	7.0%	1,074	3,479	1.9x	
Diagnostics	3,750	6.7%	357	1,821		10.5x
Procurement	3,148	5.6%	318	552		9.9x
Technology	1,144	2.0%	104	130		11.0x
Adjustments & Eliminations			(182)	(3,005)		
Group Enterprise value	**55,841**	**100.0%**	**5,315**	**20,880**		
Group discount	(10%)					
Group Enterprise value (post discount)	**50,257**					

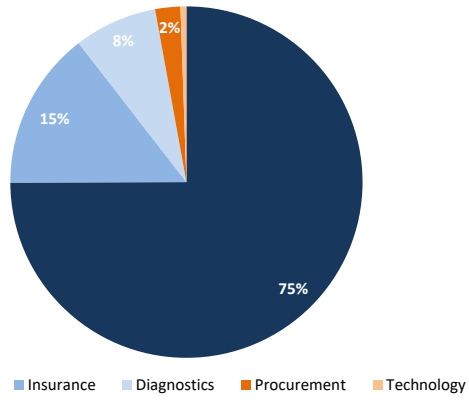
Source: Arqaam Capital Research

Exhibit 7: EV Contribution



Source: Arqaam Capital Research
excl. Ardent

Exhibit 8: BV Contribution (9M 25A)



Source: Arqaam Capital Research

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Hellenic Health Group (HHG) fully consolidated starting Q4 25e

Group completes its acquisition of a 60% equity stake in HHG after securing all required regulatory clearances, including approval under the EU Foreign Subsidies Regulation (FSR). Through a wholly owned subsidiary, PureHealth now holds a controlling interest in HHG and begins consolidating the business from October 1st, 2025, allowing for a full-quarter contribution in Q4 25e. The integration of HHG, Greece's largest private healthcare operator with an estimated 35% market share and 24% in Cyprus, marks a significant milestone in PureHealth's global expansion strategy to build a leading cross-border healthcare platform. Founded in 2018, HHG operates a network spanning 11 hospitals with 1.6k licensed hospital beds and 23 diagnostic centers. Operations span hospital care, diagnostics, genomics, assisted reproduction, home healthcare, medical supplies, as well as training and development through Heal Academy.

Exhibit 9: PureHealth vs. HHG Networks

	PureHealth	HHG
Main countries of operation	UAE, UK (Circle Health Group), and the US (Ardent)	Greece & Cyprus
Number of hospitals	100+ hospitals (24 in the UAE,50+ in the UK, 30+ in the US)	11 hospitals
Number of beds	c.5.5k excl. Ardent	1.35k

Source: Company Data, Arqaam Capital Research

HHG should contribute c.2% to our hospitals segment gross revenues in FY 25e (25% of HHG's c.2.8bn FY 25e revenues based on our estimates) and 8% in FY 26e. This projection is based on 8% annual revenue growth from FY 24A reported top line of c.AED 2.6bn. The estimate assumes a 60%/40% split between outpatient and inpatient revenues, reflecting the current revenue mix of the Hellenic network. We model inpatient revenues to grow at a c.5% CAGR over 2024-2030e, supported by expansion in hospital services, bed utilization, and medical procedures, while outpatient revenues are expected to grow slightly faster at c.7% CAGR over the same period, driven by diagnostic center utilization and increasing outpatient service demand. The Group also expects to add more than 200 beds over the next three years, further enhancing inpatient capacity and revenue potential.

Exhibit 10: HHG Highlights

Metrics	Value
Market share	
Greece	35%
Cyprus	24%
Operational	
Hospitals	11
Diagnostic Centers	23
Physicians	6.9k
Hospital beds	1,350
Licensed Beds	1,630
Blended occupancy rate	60-65%
IVF Cycles	c. 6.0k Annually
Financial	
Net revenue (2024)	EUR 607m
EBITDA margin range	21-23%

Source: Company Data, Arqaam Capital Research

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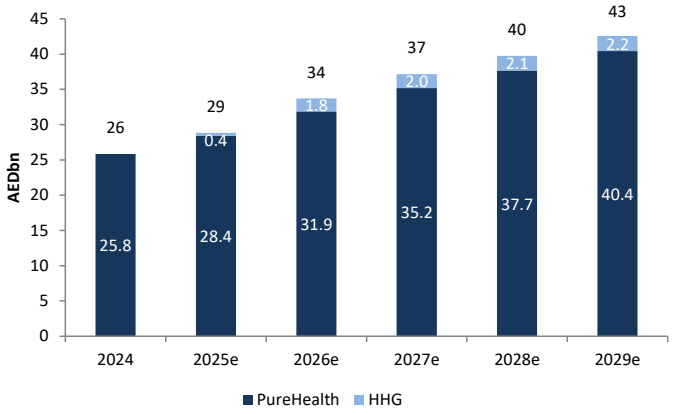
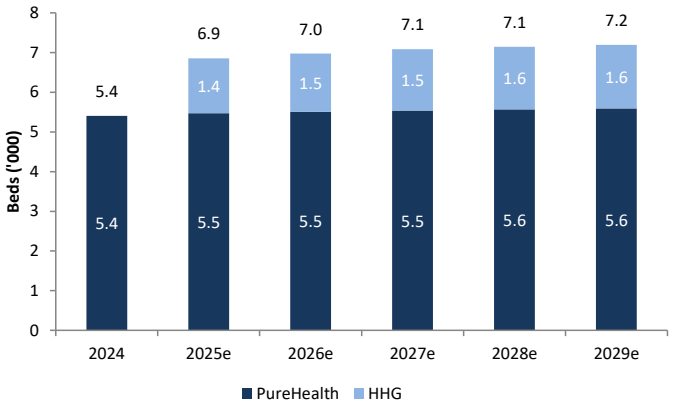
Exhibit 11: HHG adds c.6% to group revenues…



Source: Company Data, Arqaam Capital Research

Exhibit 12: …and 29% to bed count in FY 26-27e



Source: Company Data, Arqaam Capital Research

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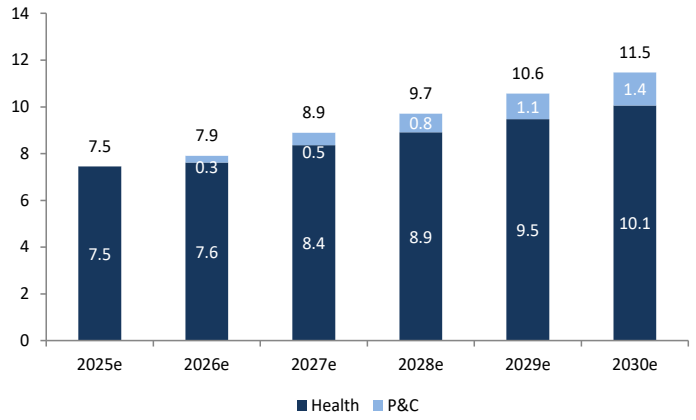
Broadening insurance offering into P&C

- **PureHealth expands into P&C insurance through its rebranded National Insurance Company, Daman, marking its transition into a multi-line insurer, leveraging its existing strengths in underwriting, claims, and service to enhance risk diversification and unlock high-margin cross-sell synergies.**
- **We factor in the P&C segment starting FY 26e, conservatively estimating a 4% uplift in insurance revenues (1% to Group top line), with P&C GWPs expected to grow at a 48% CAGR over FY26-30e, contributing c.AED 4.2bn in cumulative GWPs over the period.**
- **Backed by its position within Abu Dhabi's largest holding groups (IHC, ADQ, Alpha Dhabi), Daman is well positioned to capture initial 1% of the P&C market by FY 26e, rising to 4% by FY 30e, supported by strong cross-sell potential across affiliated companies and a rapidly growing local P&C market (+11% 2019-24 CAGR).**

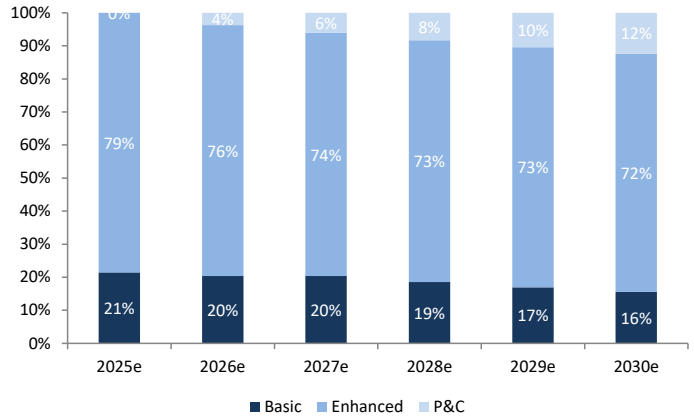
We conservatively calculate 4% upside to insurance revenues (1% to group gross top line) from adding the P&C insurance license in FY 26e. Expansion into P&C insurance unlocks opportunities in a lucrative and growing local market (+11% 2019-2024 CAGR vs. +10% for Health; *source:* UAE Central Bank). As a subsidiary of the largest holding Cos in Abu Dhabi, Daman is strategically positioned as the preferred insurance provider capturing c.70% of the health insurance business from associated companies within the portfolios of IHC (Aldar, Multiply Group), Alpha Dhabi Holding (FAB Properties, ADNOC Drilling JV), ADQ (TAQA, EWEC, ENEC, Etihad Airways, ADX) and PureHealth. We expect Daman to initially capture c.1% of the P&C market share in 2026e, and eventually grow to c.4% by 2030e, leveraging off cross selling opportunities by the extension from a monoliner health insurance player to include P&C insurance in its portfolio. The P&C arm adds c.AED 4.2bn in GWPs (c.9% of total) in 2026-2030e.

Exhibit 13: Purehealth's growing P&C contribution to GWPs…



Source: Company Data, Arqaam Capital Research

Exhibit 14: Contributing 12% of total gross GWPs by 2030e



Source: Company Data, Arqaam Capital Research

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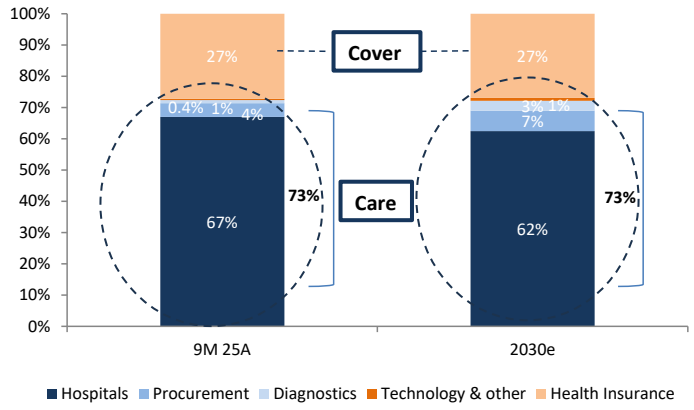
Q3/9M 25A results recap

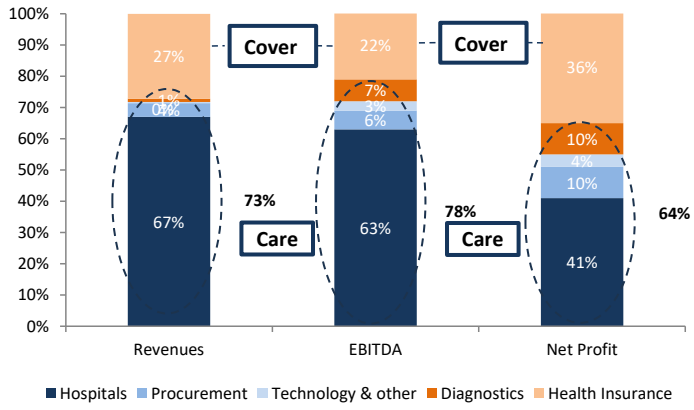
- **Net profit grows c.21% y/y to AED 522m in Q3 25A (-0.3% q/q, -3.3% vs. ACe) and c.8% y/y to AED c.1.6bn in 9M 25A, with net margin improving 130bps y/y to 8% in Q3 and 14bps to 7.7% in 9M on higher sales, lower finance costs and stronger other operating income, partly offset by non-operational items (Ardent reclassification, PPA intangibles, SSMC rental charge) and a higher 15% tax rate post-Pillar Two.**
- **Group EBITDA rises c.19% y/y to AED 1.15bn in Q3 25A (-3.1% q/q) and 11% y/y to AED c.3.5bn in 9M 25A, with margin expanding 259bps y/y to 17.6% in Q3 and 77bps to 17.3% in 9M, reflecting disciplined cost management and sustained volumes across core operations.**
- **Top line increases 1.2% y/y to AED 6.5bn in Q3 25A and 6% y/y to AED 20.1bn in 9M 25A, supported by solid Care and Cover performance: Care revenues grow 3% y/y in 9M (despite a 3% y/y Q3 decline due to UPP reclassification), driven by higher UAE/UK inpatient and outpatient volumes, while Cover revenues advance 12% y/y in Q3 and 13% y/y in 9M on strong GWP growth and rising membership.**

Exhibit 15: Net revenues progression (Care vs. Cover)



Source: Company Data, Arqaam Capital Research

Exhibit 16: P&L contribution (9M 25A)



Source: Company Data, Arqaam Capital Research

PureHealth's revenues edge up by 1.2% y/y in Q3 25A to AED 6.5bn and increase 6% y/y to AED 20.1bn in 9M 25A driven by solid performance across both Care (78% of 9M 25A revenues) and Cover segments. Group EBITDA increases c.19% y/y to AED 1.15bn in Q3 25A (-3.1% q/q) and 11% y/y to AED c.3.5bn in 9M 25A with EBITDA margin expanding 259bps y/y to 17.6% in Q3 25A and 77bps y/y to 17.3% in 9M 25A underpinning disciplined cost management strategies and higher volumes. The Group's Q3 25A bottom line grows c.21% y/y to AED 522m in Q3 25A (-0.3% q/q,-3.3% vs. ACe) and c.8% y/y to AED c.1.6bn in 9M 25A with net margin improving 130bps to 8% in Q3 25A and 14bps to 7.7% in the 9M period on higher sales, lower finance costs and higher other operating income despite non-operational items which include Ardent reclassification, inclusion of PPA intangibles and SSMC property rental charge and a higher tax rate of 15% vs. 9% last year following the implementation of Pillar Two tax requirements. It is noteworthy that the sequential decline is largely attributable to normal seasonal patterns, which typically result in softer activity during this period.

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Exhibit 17: Group performance- Q3/9M 25A

AEDm	Q3 25A	ACe	Δ	Q3 24A	y/y	Q2 25A	q/q	9M 25A	9M 24A	y/y
Revenues	6,527	7,308	(10.7%)	6,452	1.2%	6,993	(6.7%)	20,101	18,956	6.0%
Gross profit	1,813	na	na	1,913	(5.2%)	1,560	16.2%	5,122	4,937	3.7%
EBITDA	1,150	1,224	(6.0%)	970	18.6%	1,186	(3.1%)	3,470	3,126	11.0%
Net income	522	540	(3.3%)	432	20.8%	524	(0.3%)	1,550	1,436	7.9%
GPM	27.8%	na	na	29.6%	(187 bps)	22.3%	547 bps	25.5%	26.0%	(56 bps)
EBITDA margin	17.6%	16.7%	87 bps	15.0%	259 bps	17.0%	66 bps	17.3%	16.5%	77 bps
Net margin	8.0%	7.4%	61 bps	6.7%	130 bps	7.5%	51 bps	7.7%	7.6%	14 bps

Source: Company Data, Arqaam Capital Research

Care (78% of 9M 25A revenues; includes the Hospitals, Diagnostics, Procurement and Technology segments): The Care segment delivers 3% y/y revenue growth in the 9M 25A period (-3% y/y in Q3 25A at AED c.4.6bn), reaching AED c.14.4bn, supported by higher patient and diagnostics volumes across both the UAE and UK. Inpatient and outpatient footfall rise by 9% and 12% y/y, respectively, reflecting expanded capacity, extended operating hours and the addition of new specialist physicians across PureHealth's hospitals and clinics. In the UK, Circle Health records robust growth across inpatient, day case and OP revenues, driven by higher acuity cases and solid performance across both private insured and NHS-funded segments, particularly in orthopedics, general medicine, cardiology and oncology. While UAE Care revenues decline in Q3 due to the implementation of the Unified Purchasing Program (UPP), which shifted the accounting treatment of pharmacy revenues to a net margin basis; excluding this impact, growth remains in the high single digits. EBITDA increases 17% y/y to 881m in Q3 25A (-0.8% q/q) and 4.4% y/y to AED c.2.7bn in 9M 25A with EBITDA margin improving by 332bps and 18bps y/y to 19.3% and 18.7% respectively. Bottom line surges by c.20% y/y (+c.9% q/q) to AED 301m in Q3 25A and declines c.8% y/y to AED 908m in 9M 25A impacted by non-operational items and a higher effective tax rate of 15% (vs. 9% in the prior year), following the implementation of Pillar Two tax requirements leading to a 78bps decline in net margin to 6.3% in 9M 25A (+126bps y/y to 6.6% in Q3 25A). Normalized, net profit margin increases by 50bps to 7.7%, compared to 7.2% in the same period of 2024.

Exhibit 18: Care segment performance

AEDm	Q3 25A	Q3 24A	y/y	Q2 25A	q/q	9M 25A	9M 24A	Δ
Revenues	4,563	4,704	(3.0%)	5,101	(10.5%)	14,381	13,903	3.4%
EBITDA	881	752	17.2%	888	(0.8%)	2,692	2,578	4.4%
Net Income	301	251	19.9%	276	8.9%	908	986	(7.9%)
EBITDA margin	19.3%	16.0%	332 bps	17.4%	190 bps	18.7%	18.5%	18 bps
Net margin	6.6%	5.3%	126 bps	5.4%	118 bps	6.3%	7.1%	(78 bps)

Source: Company Data, Arqaam Capital Research

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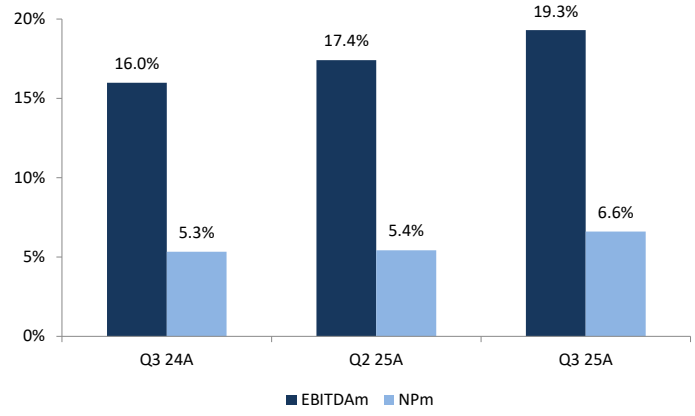
Cover (22% of revenues; represented by Daman, the UAE's leading health insurer): Cover revenues witness a robust 12% y/y growth to AED c.2bn in Q3 25A and 13% y/y growth to AED c.5.7bn in 9M 25A underpinned by a 7% y/y growth in GWPs, reflecting high renewal rates. Daman's active membership surpassed 3.3m (+7% y/y). EBITDA grows 23% y/y in Q3 to AED 269m (-c.10% q/q) and 42% y/y to AED 778m in 9M 25A with margin increasing 123bps y/y to 13.7% and 276bps to 13.6% respectively. Bottom line surges by c.22% y/y (-11% q/q) to AED 220m in Q3 25A and 42% to AED 642m in 9M 25A with net margin improving 85bps and 230bps respectively to 11.2% in both Q3 and 9M 25A. Daman is broadening its portfolio beyond traditional health insurance, advancing its entry into non-health segments to strengthen diversification and reinforce its leadership in the UAE insurance market. The company is also accelerating its digital transformation by deploying AI and intelligent automation to drive efficiency gains, streamline operations and enhance customer experience. These initiatives, combined with strong investment performance supported by rising assets under management and favorable market conditions, underscore Daman's ongoing focus on operational excellence and disciplined cost management.

Exhibit 19: Cover segment performance

AEDm	Q3 25A	Q3 24A	y/y	Q2 25A	q/q	9M 25A	9M 24A	Δ
Revenues	1,964	1,748	12.4%	1,892	3.8%	5,720	5,053	13.2%
EBITDA	269	218	23.4%	298	(9.9%)	778	548	42.0%
Net Income	220	181	21.5%	247	(11.0%)	642	451	42.4%
EBITDA margin	13.7%	12.5%	123 bps	15.8%	(208 bps)	13.6%	10.8%	276 bps
Net margin	11.2%	10.4%	85 bps	13.1%	(187 bps)	11.2%	8.9%	230 bps

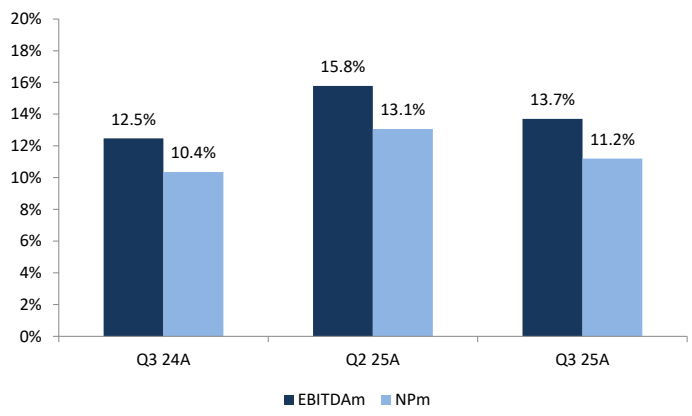
Source: Company Data, Arqaam Capital Research

Exhibit 20: Care margins progression



Source: Company Data, Arqaam Capital Research

Exhibit 21: Cover margins progression



Source: Company Data, Arqaam Capital Research

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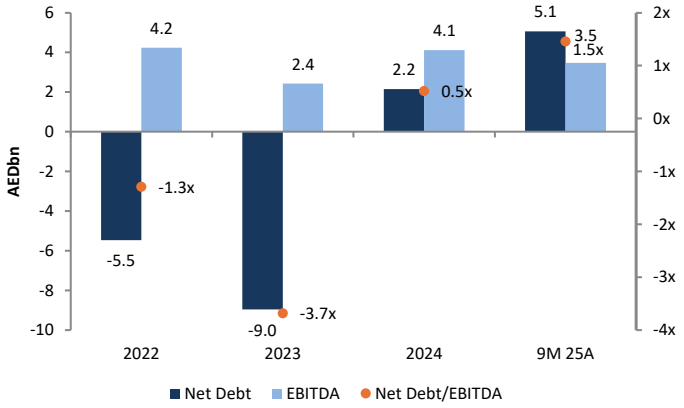
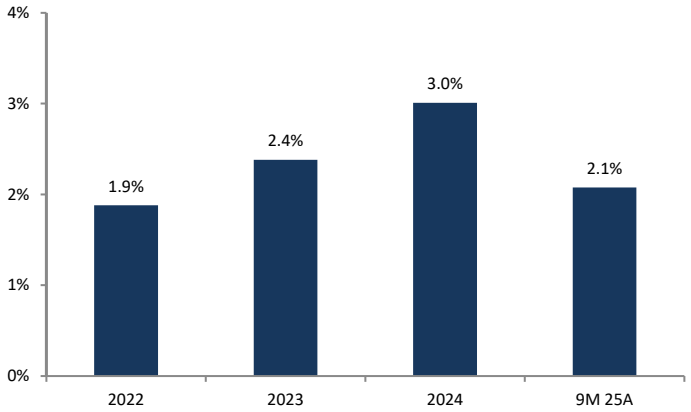
Exhibit 22: Net debt/EBITDA



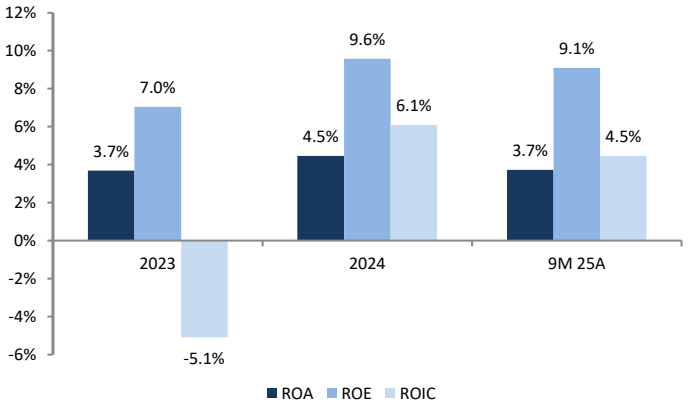
Source: Bloomberg, Arqaam Capital Research

Exhibit 23: CapEx/Sales



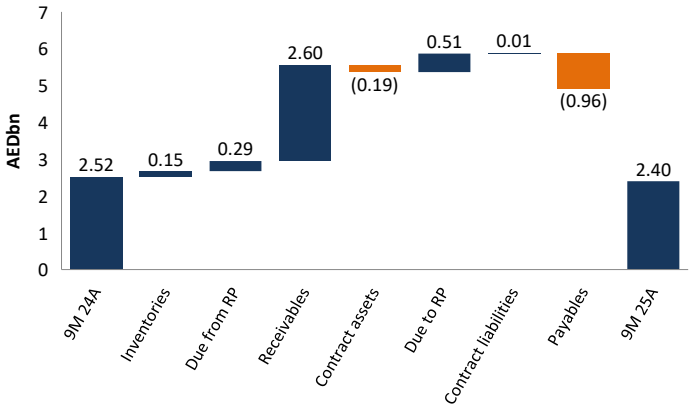
Source: Bloomberg, Arqaam Capital Research

Exhibit 24: ROA,ROE & ROIC



Source: Bloomberg, Arqaam Capital Research

Exhibit 25: Working Capital Movement



Source: Bloomberg, Arqaam Capital Research

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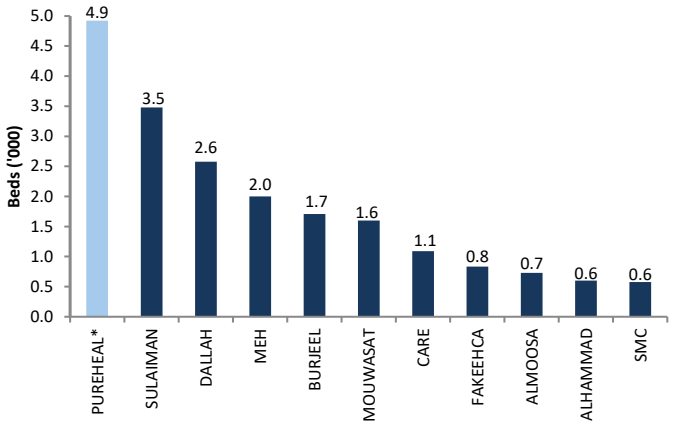
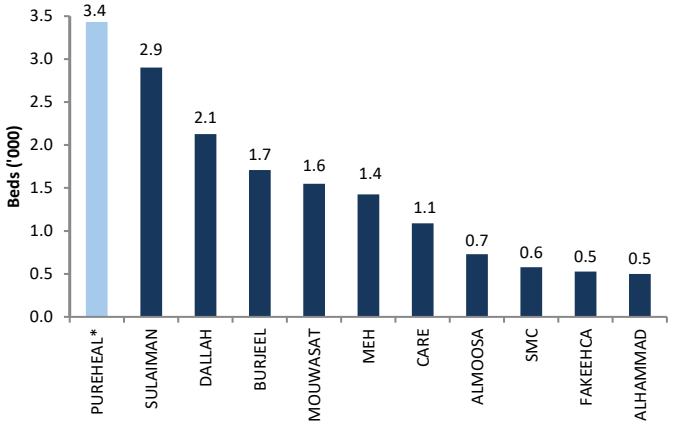
PureHealth in peer context

Exhibit 26: PureHealth runs the largest licensed…



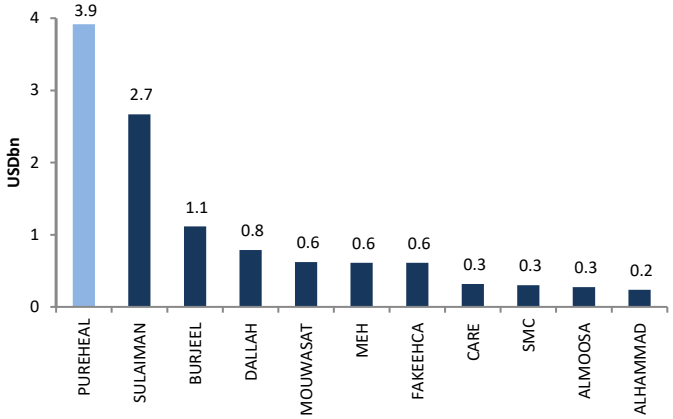
*Source: Company Data, Arqaam Capital Research *excl. Ardent, Circle and HHG*

Exhibit 27: …and operational hospital bed network among GCC listed peers



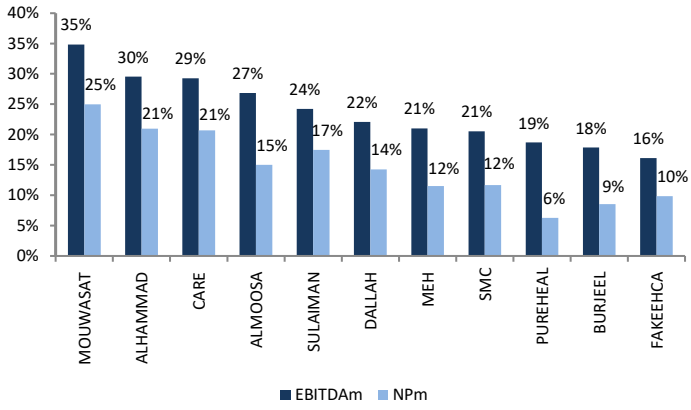
*Source: Company Data, Arqaam Capital Research *excl. Ardent, Circle and HHG*

Exhibit 28: PureHealth's Care segment leads in top line…



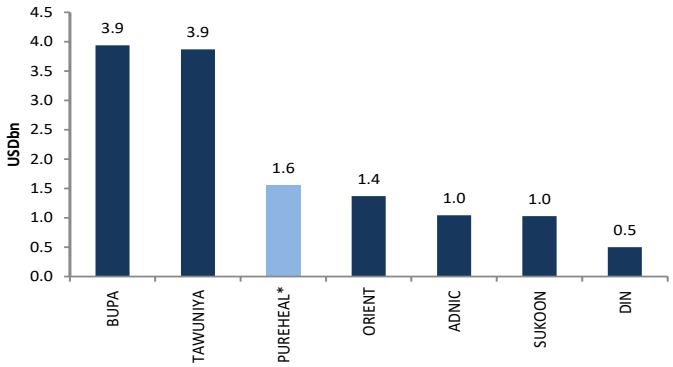
Source: Company Data, Bloomberg, Arqaam Capital Research

Exhibit 29: …with improved profitability outlook thanks to HHG



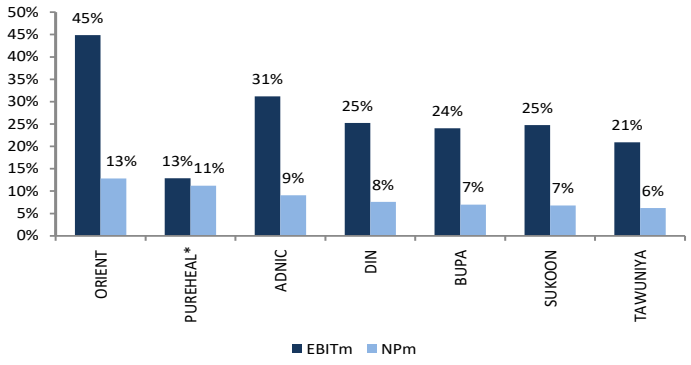
Source: Company Data, Bloomberg, Arqaam Capital Research

Exhibit 30: PureHealth insurance revenue vs. regional peers (9M 25A)



Source: Company Data, Bloomberg, Arqaam Capital Research
**While PureHealth's Daman has expanded beyond health insurance to include a P&C license, the P&C segment is not yet contributing revenue, whereas peers operate fully developed multi-line platforms*

Exhibit 31: Insurance EBITDAm & NPm in regional context (9M 25A)



Source: Company Data, Bloomberg, Arqaam Capital Research
**While PureHealth's Daman has expanded beyond health insurance to include a P&C license, the P&C segment is not yet contributing revenue, whereas peers operate fully developed multi-line platforms*

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Summary of changes

Exhibit 32: Income statement (AEDm)

	FY 25e			FY 26e			FY 27e		
	New	Old	Δ	New	Old	Δ	New	Old	Δ
Revenues	28,413	28,910	*(1.7%)*	31,866	33,240	*(4.1%)*	35,182	36,599	*(3.9%)*
EBITDA	4,788	4,868	*(1.6%)*	5,843	6,003	*(2.7%)*	6,891	7,061	*(2.4%)*
Net income	2,162	2,315	*(6.6%)*	2,708	2,864	*(5.4%)*	3,436	3,552	*(3.3%)*
Margins (%)									
EBITDA margin	16.9%	16.8%	*1 bps*	18.3%	18.1%	*28 bps*	19.6%	19.3%	*29 bps*
Net margin	7.6%	8.0%	*(40 bps)*	8.5%	8.6%	*(12 bps)*	9.8%	9.7%	*6 bps*

Source: Arqaam Capital Research

Exhibit 33: Balance sheet (AEDm)

	FY 25e			FY 26e			FY 27e		
	New	Old	Δ	New	Old	Δ	New	Old	Δ
Receivables	5,742	5,585	*2.8%*	6,593	6,581	*0.2%*	7,447	7,421	*0.4%*
Payables	8,561	8,712	*(1.7%)*	9,287	9,721	*(4.5%)*	9,942	10,380	*(4.2%)*
Debt	12,505	12,712	*(1.6%)*	11,783	12,095	*(2.6%)*	10,874	11,318	*(3.9%)*
Equity	21,589	21,708	*(0.6%)*	24,103	24,376	*(1.1%)*	27,178	27,561	*(1.4%)*

Source: Arqaam Capital Research

Exhibit 34: Valuation (AEDm)

	New	Old	Δ
Enterprise value	60,922	62,651	*(2.8%)*
Equity value	52,782	54,392	*(3.0%)*
Fair value per share	4.75	4.90	*(3.0%)*

Source: Arqaam Capital Research

Exhibit 35: Care segment (AEDm)

	FY 25e			FY 26e			FY 27e		
	New	Old	Δ	New	Old	Δ	New	Old	Δ
Revenues	21,350	21,420	*(0.3%)*	24,294	25,190	*(3.6%)*	26,604	27,475	*(3.2%)*
EBITDA	3,950	3,980	*(0.7%)*	4,897	4,999	*(2.1%)*	5,772	5,874	*(1.7%)*
Margins (%)									
EBITDA margin	18.5%	18.6%	*(8 bps)*	20.2%	19.8%	*31 bps*	21.7%	21.4%	*32 bps*

Source: Arqaam Capital Research

Exhibit 36: Cover segment (AEDm)

	FY 25e			FY 26e			FY 27e		
	New	Old	Δ	New	Old	Δ	New	Old	Δ
Revenues	7,064	7,489	*(5.7%)*	7,573	8,050	*(5.9%)*	8,578	9,123	*(6.0%)*
EBITDA	1,006	1,067	*(5.7%)*	1,142	1,214	*(5.9%)*	1,339	1,424	*(6.0%)*
Margins (%)									
EBITDA margin	14.2%	14.2%	*-- bps*	15.1%	15.1%	*-- bps*	15.6%	15.6%	*-- bps*

Source: Arqaam Capital Research

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